



PATH FORWARD CONSULTING

SHIFTING BEHAVIOR FROM
INTENTION TO IMPACT

Course Portfolio Overview

As a company, we are best known for our engaging live instructor-led sessions from our Diversity Portfolio of courses. Many clients have been asking about our Leadership Portfolio, customization options and virtual facilitations delivered online. The list below gives an overview of each course. We are happy to schedule time to discuss these topics and/or customize a session based on your needs. Ask us about the current discount on virtual facilitation: \$1,250 per session scheduled through May 31, 2020.

Course Title	Description	Virtual Option Available
INCLUSION PORTFOLIO		
Beyond Unconscious Bias: Shifting Behavior from Intent to Impact	This course is designed to focus on mitigating the impact of bias in key situations and installing long-term behavior change. Participants will gain understanding of how bias impacts interviews, performance evaluations and promotion decisions. They will also recognize the dynamics that lie beneath bias and be ready to take new actions to minimize its impact.	
Silence is a Statement: Addressing Race in the Workplace	This course raises the participants' awareness by giving them insight that they may not get anywhere else. It helps them identify the types of situations that may require their voice on race. It also increases their confidence to speak up in those situations.	
From June Cleaver to #TimesUp : Creating a Gender-Equal Workplace	This course enhances the participants' understanding of what gender stereotypes are and the intersectionality of gender issues in the workplace. Additionally, the course explores how to engage men in the solutions.	
General Okoye and Wonder Woman Dialogues: Unpacking Race and Gender	This course will explore the layered and often complex relationship between white women and women of color. Specifically, our nation's history has clouded the interactions with African American women, making this topic worth examining.	
From Fax Machines to The Cloud: Leveraging Multiple Generations at Work	This course opens up an understanding of different generations and dialogue that supports cross pollination of ideas and actions to support each other. By taking a deeper dive on why each generation behaves the way it does, participants come away with a higher level of respect for each other's perspectives.	
Conversations Matter: Connecting Beyond Difference	This interactive learning experience provides the skills and confidence to engage in difficult conversations and a safe environment to practice them. Participants leave the session with expanded empathy for alternate positions, development of language to disagree and continue dialog, and an increased comfort and ability to connect beyond differences.	
Should I Open the Door or Not?: Being a Man in a #MeToo World	This cutting-edge learning experience is designed to help men understand and adopt appropriate behaviors in today's work environment. This course is an acknowledgement that interactions between men and women are different and require an opportunity to understand the nuance beyond obvious egregious actions.	 
Inclusive Talent Management	This is a comprehensive course for HR Practitioners that helps them connect the dots from traditional TM processes to a more inclusive	

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	approach. This course focuses on the selection, performance management and promotion elements of the employee life cycle.	
LEADERSHIP PORTFOLIO		
Inclusive Mindset for Leaders	This course provides a unique approach to inclusion that is based on the interaction between the need for disrupted mindset and radically new behaviors in order to move the needle on inclusion. This work lives at the intersection of our understanding of self and our relationship to our surroundings.	
Leadership Agility	Leadership agility is the ability to take effective action in complex, rapidly changing conditions. This concept is introduced and developed to teach leaders core focus areas and specific skills to be more effective in today's dynamic work environment with increasingly diverse employees. The six core skills increase participants': <ul style="list-style-type: none"> • capacity to inspire others • ability to provide feedback and coach to desired outcomes • ability to flex behavior based on the needs of others • capacity to deal with conflict • ability to operate outside of personal preferences • ability to identify and assess performance 	
Emotional Intelligence	Emotional intelligence has emerged as a top 3 leadership skill, which often surpasses other traditional focus areas. This course is useful for anyone who leads or works with other people, regardless of the size of the organization. Participants will learn to develop and implement the following competencies in the context of their organization: self- awareness, self- management, social awareness, social management.	
Strategic Thinking	Strategic thinking is the ability to think on a big and small scale, long and short term, and into the past and present. It is an often mentioned but poorly defined leadership skill that can become difficult to develop without clarity. This course teaches leaders how to use strategic thinking to guide the direction of their teams and devise solutions to key business problems. It includes five key focus areas: time orientation, process orientation, predictive ability, comparative analysis and connectivity.	
Executive Presence	This course explores specific tactics to convey subtle messages of charisma, confidence and credibility. It has been designed to help participants develop a personal, authoritative style that garners loyalty and respect. Focus areas include: how we look, how we act and how we communicate. In addition, this course includes specific focus and strategies for people in under-represented groups who must master these concepts and mitigate the impact of unconscious bias.	
Leading Change	Leading Change is the foundation of most leaders' daily operations and future focus. This course outlines the critical elements of understanding responses to change, establishing work patterns to adapt to change and leading people through transition.	 
Stronger Together: Using Individual Strengths as a Team Building Anchor	This course uses the StrengthsFinder™ Model as a galvanizing force to leverage individual strengths to achieve collective goals. Individual reports are reviewed and examined as participants understand themselves and their colleagues more deeply.	 
Customized Topics	Let us know what challenges you are facing, and we will design a learning experience scaled to your organization.	

Course Title	Description
EMPLOYEE TRAINING PORTFOLIO	
COMMUNICATION SKILLS	
Communication in the Workplace	<p>This course provides skills for entry level employees to understand the basic requirements for communication in the workplace. Skills include:</p> <ul style="list-style-type: none"> • word choice • voice tone • body language
Understanding Communication Styles	<p>Many misunderstandings are the results of mismatched and misunderstood communication styles. This course helps participants:</p> <ul style="list-style-type: none"> • analyze how meaning occurs at different levels • differentiate between different purposes of communication • identify different communication styles and how to connect with different people
Communication Skills for Emerging Leaders	<p>The transition from individual contributor to leader requires a new level of communication skills that new leaders often do not receive. This course will help participants to:</p> <ul style="list-style-type: none"> • be more confident in their communication style • develop their personal brand, use of body language, voice and gestures • improve their ability to provide constructive, effective and actionable feedback. <p>They will leave this course with practical skills and knowledge that can be applied immediately in their profession.</p>
Dealing with Difficult Conversations	<p>In this course, participants will learn how to:</p> <ul style="list-style-type: none"> • prepare for a difficult situation • get the conversation off to the best possible start and • manage their display of emotions. <p>They will gain insights into real situations they have experienced and leave with increased confidence in dealing with them effectively.</p>
Business Writing Skills	<p>Much of today's work is conducted by email and through written communication. This course helps participants with the three foundational elements to craft clear and compelling messages:</p> <ul style="list-style-type: none"> • organizing your message • selecting the right components of your document • meeting the needs of your audience
Delivering Dynamic Presentations	<p>This course teaches the principles of designing and delivering dynamic presentations and the basics of adult learning theory. Participants learn how to develop decisive content in their presentations that tell the story powerfully by:</p> <ul style="list-style-type: none"> • targeting the right objectives • reaching the audience unspoken needs • crafting messages • delivering with confidence and authority

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CUSTOMER SERVICE SKILLS	
Customer Service Phone Skills	<p>Typically, most customer service is handled by phone and that can be the impression that makes or breaks your reputation. All business require strong phone skills as an initial customer experience. At the completion of this course, participants will be able to:</p> <ul style="list-style-type: none"> • recognize the components of customer service • identify the roles of a customer service representative • practice techniques for taking control of the call • handle angry customers
Enhancing the Customer Experience	<p>This course explores an approach to customer service that aligns and anchors everyone in the customer experience. This session helps participants to:</p> <ul style="list-style-type: none"> • clarify the right customer service behaviors for your business • support employees to understand their role more clearly • clarify what is necessary to sustain an improved focus on customer service
SUPERVISORY & MANAGERIAL SKILLS	
Essential Skills for a First-Time Manager	<p>This course is designed as an essential transition from individual contributor to first-time manager. Successful completion of this course will increase participant knowledge and understanding of how to:</p> <ul style="list-style-type: none"> • clarify your role as a manager • avoid common pitfalls of new managers • anticipate changes that accompany the new role as a manager • utilize trust, intuition, and failure as management tools • implement effective strategic planning • delegate responsibilities
Effective Meeting Management	<p>Ineffective meetings could be costing your organization more than you think. There are some By the end of this course, you will have increased insight to make your meetings more impactful and be able to:</p> <ul style="list-style-type: none"> • Build an effective agenda • Invite the right people • Avoid distractions that take a meeting off track • Solve problems during a meeting • Choose the most appropriate form of decision making • Employ facilitation skills to generate discussion and keep it moving productively • Handle “problem” personalities • Write meeting minutes that get read • Increase accountability for follow-up items
Managing Employee Performance	<p>Successful completion of this course will increase your knowledge and ability to: Managers are responsible for monitoring individual performance, assessing outcomes and providing feedback. This course helps participants to:</p>

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	<ul style="list-style-type: none"> • understand the elements of an effective performance management system • help employees create individualized performance goals • provide clear direction so that employees know what is expected of them • develop credible measurements that impact results and have meaning for employees and the organization • follow a fair and objective plan for progressive discipline when performance problems haven't been solved through other means
Managing Teams	<p>Successful completion of this course will increase your confidence, knowledge and ability to:</p> <p>Managers are responsible for monitoring group performance, coordinating outcomes and inspiring positive team behaviors. This course helps participants to:</p> <ul style="list-style-type: none"> • determine the fundamentals for establishing a team • develop a team charter and project plan • clarify team roles and personality types • define leadership responsibilities and functions • troubleshoot problem situations on the team • measure a team's success • reward team accomplishments
Managing Remote Teams	<p>Present time is showing how truly important this is. This course is designed to help managers of remote teams with:</p> <ul style="list-style-type: none"> • Organizing Work Remotely <p>Much of today's work is accomplished by employees working in virtual environments. Due to the impact of COVID-19, many employees are working remotely who never have worked remotely before. This course helps participants to:</p> <ul style="list-style-type: none"> • understand telecommuting issues • create a team charter • learn creative ways to stay connected with their teams • develop trust across distance
Managing Managers	<p>Managing individual contributors and managing those who have direct reports themselves has significant differences. In this course, we help the managers or managers:</p> <p>Mid-level leaders often struggle with the task of leading other managers. This course helps participants to:</p> <ul style="list-style-type: none"> • understand your role as liaison between senior management and front-line managers • identify the special challenges facing your managers • help managers recognize their dual focus between long-term planning and daily performance • inspire a shared vision • adjust your leadership style to meet your managers' needs • use delegation to empower your managers • create action steps to develop your managers

Course Title	Description
Inspiring Culture Shift	<p>In this course, we explore how to: Today's organizations are finding that they have to shift their culture in order to keep up with how society and today's employees are changing. Culture shift work occurs over a period of time. This course helps leaders to ground this process in the skills to:</p> <ul style="list-style-type: none"> • identify major factors that affect culture • hone in on the nuanced aspects of your company's culture • identify inhibitors to fostering group commitment and passion • encourage group initiative-taking • create a culture of ownership and accountability • apply strategies for dealing with external forces
Conflict Management	<p>Managing conflict is another major skill requirements for today's leaders. Upon completing this course, you will be able to:</p> <ul style="list-style-type: none"> • recognize four typical approaches to conflict • implement the basic steps of conflict resolution • practice communication skills to minimize conflict • respond effectively to challenging people • handle specific conflict situations appropriately
Project Management: Part 1	<p>Successful completion of this course will increase your knowledge and ability to:</p> <ul style="list-style-type: none"> • understand the basic principles of project management. • complete a thorough and accurate project plan including task identification, scheduling and budgeting. • evaluate likely project risks and develop appropriate response strategies.
Project Management: Part 2	<p>Successful completion of this course will increase your knowledge and ability to:</p> <ul style="list-style-type: none"> • assemble, manage and motivate a project team. • implement effective communication patterns for the project team. • monitor the key project issues of schedule, budget and performance deliverables and develop problem responses. • deliver effective project reports. • complete a formal evaluation to finalize a project.
Finance for Nonfinancial Professionals	<p>This course is for non-financial professionals who want to understand key financial principles and apply them effectively in their role. This course will help the participants:</p> <ul style="list-style-type: none"> • understand the language associated with finance • know how and when to use financial terms and analysis techniques • use the numbers to their best advantage to make more informed decisions
CHANGE MANAGEMENT	
Introduction to Change Management	<p>Leading Change is the foundation of most leaders' daily operations and future focus. This course outlines the critical elements of:</p> <ul style="list-style-type: none"> • understanding responses to change • establishing work patterns to adapt to change • leading people through transition.

Course Title	Description
Leading Change: Part 1	<ul style="list-style-type: none"> • <p>In this course, we explore ideas that will help the participants:</p> <ul style="list-style-type: none"> • define what change looks like and feels like • identify different reactions to change and evaluate how the change will affect people in your organization • recognize change resistance and explore various sources of resistance • avoid the eight mistakes organizations make during change
Leading Change: Part 2	<p>In this portion of the course, we provide the concepts to help:</p> <ul style="list-style-type: none"> • evaluate and compare the various roles of team leaders • develop commitment strategies to change • design the elements of a change communication plan • align systems and structures to the change • identify the characteristics of bounce-back people and organizations
CUSTOMIZED TOPICS	<p>Let us know what challenges you are facing, and we will design a learning experience scaled to your organization.</p>

PARTICIPANT TESTIMONIALS

“You were absolutely outstanding, downright exemplary from beginning to the end on Thursday! You were in command of your material and you engaged with the audience in a “safe” way so that all felt free to speak up and grab all the learning they could. I learned new information that could only help me make the case here at Harvard how very compelling it is to deal firsthand and at a minimum have the conversation about RACE in a way that becomes a learning event for all. I have been doing this work in many different roles—consultant, corporate executive, staff, and voluntarily as a board member many years. You nailed it with contemporary thought and showed both sides of the continuum.”

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- Barbara Nobles Crawford, Ph.D., Executive Coach & Sr. Organization Development Consultant
Harvard University | Center for Workplace Development

What can you expect when you experience Allison? As one example, when she addressed our organization's 250 members, Q&A time came and for nearly a full minute - the audience sat in stunned, reflective silence. Allison is familiar with this - so she waited - and then the floodgates opened. We finally had to end the highly energized dialogue so Allison could offer her closing words. The audience erupted in a standing ovation. The next day, the speaker evaluations showed the highest rating EVER in our 38-year history of hosting renowned thought leaders.

Allison's deep passion is to have an impact on you, for you to find a new path forward, for you to feel enlightened and energized to act...differently."

- Sue LaChance, Human Resources Leadership Forum Board Member
VP, Organizational Development and Learning | Commonwealth Care Alliance

"The session was fantastic. Cynthia was extremely knowledgeable, stayed focus on application in our company and made the session fun. It felt tailored to us and generated a depth of dialogue we have not had in years."

"Cleveland was excellent! He established an environment that helped us to all feel comfortable sharing very quickly. His business experience and ability to draw us back to the data was helpful for us to really understand our challenges in a new way."